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UNITED NATIONS DEVELOPMENT PROGRAMME

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DP/PROJECTS/7206

ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
ARGENTINA

IPF:(1992-96) $ 9 455 000

(ARG/90/005) - Support to Administrative Reform in the Municipality of Buenos Aires (Supplementary Assistance)

Date of approval by the AC:[1]	18 December 1991
Expected duration:	Three years
Proposed executing agency:	Government
Government implementing agency:	Municipality of Buenos Aires
Government cost sharing:	$ 6 919 600
Previous UNDP contribution:	$ 599 200
Total UNDP budget:	$ 7 518 800

Project background

Argentina is currently in the midst of an intensive process towards the restructuring of its public sector at the central, provincial and municipal levels, commensurate with the macro-economic measures being introduced to ensure economic stabilization and, in the medium term sustained growth. This process is being fomented at all levels under the overall guidance of the Ministry of Economy.

Municipal administration in Argentina has traditionally been characterized by a heavily centralized model of public administration with a large and inefficient bureaucracy, sub-standard service delivery and inadequate response to the needs and interests of its population. As such, the Municipality of Buenos Aires exhibits the deficiencies of this model: more than double the number of public employees per inhabitant compared to other capitals of similar complexity; increase in municipal payroll from 56,000 in 1970 to 90,000 in 1990 with constant population base; and low proportion of professional to administrative jobs.

To this has to be added the global recession experienced by Argentina during the last few years which has compounded the problems experienced by the Municipality of Buenos Aires to sustain its administration. This is reflected in the fact that the income generation within the limits of the municipality has shrunk from 26 to 21 per cent of GDP over less than 20 years and thus forced the Municipality to increase taxes and revert to deficit-spending without concomitant increases in service delivery. In 1990, the Municipality requested the support of UNDP for the provision of technical assistance to transform its administrative structure through a process of decentralization and privatization with the aim of significantly increasing the effectiveness, efficiency and quality of municipal

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services.To advance the project from the diagnosis and planning stage into the actual implementation of the administrative reform of the Municipality of Buenos Aires, the Government requested UNDP supplementary assistance under the present approval.

Description of project

The immediate objectives of the project are to: (a) support the process of transfer of all those activities that the Municipality will delegate to the private sector; (b) decentralize non-transferable services; (c) redefine the strategic role of the central administration of the Municipality; (d) modify the legal status of the City of Buenos Aires to provide it with a similar autonomy to that of any province in the country; and (e) implement territorial decentralization to bring the municipal services physically closer to the user, and administrative decentralization of municipal action to transfer decisions to autonomous Management and Result Units (MRU), devoted to the production of goods and services to meet the needs of the city's inhabitants.

Project activities will include: (a) transferring to the competent private agents of society the activities that may be carried out by them with greater efficiency and quality; (b) fulfilling essential roles, functions and activities that remain under its responsibility; (c) adopting a new management model based on results by which the different municipal suppliers of services will have accepted a commitment for attaining precise goals through programmes agreed upon with the Municipal administration; (d) establishing a transparent system for recruitment of new employees to the Municipal administration and services based on examinations and competitiveness ("SIMUPA"); (e) introducing scales and levels of remuneration that will permit the Municipality to retain its personnel; and (f) training a total of 14,000 Municipal staff in strategic positions to ensure the implementation of the process of decentralization and improvement in service delivery.

Inputs

UNDP will provide 30 work-months for a national project Co-ordinator, 146 work-months for a co-ordinator for each subprogramme (constitutional and administrative law; administrative systems and procedures; administrative decentralization at municipal level; and management control systems, with experience at municipal level); 723 work-months of national consultants in public policy and law, public sector institutional development, project evaluation, organizational analysis, social communication, design and planning of training programmes, computer systems design, public sector management control, constitutional and administrative law, building design and construction, administrative automation, human resources planning and development, cost-benefit analysis; administrative support; a subcontract in computing, related to the territorial decentralization component, group training, on-the-job training; computer equipment, equipment for upgrading municipal premises; and miscellaneous costs.

Financial data

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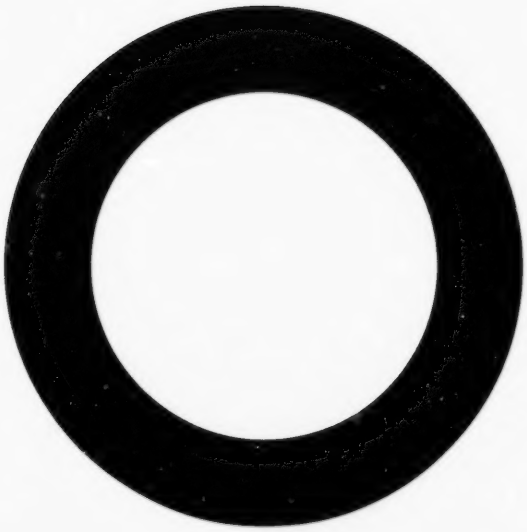
Personnel	1 607 400
Subcontract	324 000
Training	3 586 000
Equipment	1 337 000
Miscellaneous	65 200
Total	6 919 600



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APPROVAL OF UNDP/UNSO ASSISTANCE TO A PROJECT OF
CHAD

IFP: (1987-91) $49 678 000
(CHD/89/X03) - Agro-sylvo-pastoral Development in Kanem

Date of approval by the AC:[1]	8 January 1992
Expected duration:	Five years
Proposed executing agency:	Government
Government implementing agency:	Ministry of Rural Development
Proposed UNSO contribution:	$2 063 400
Source of funds:	UNSO Trust Fund (Canada)

Project background

As a result of recurrent droughts, there has been a severe deterioration of Kanem's ecosystem in Chad, and the agro-pastoral activities of the region underwent a significant change.

The traditional production system in the Kanem zones, characterized by a sedentary population, was based on a combination of livestock husbandry and rainfed cultivation, with agricultural activity in the wadis (interdune water basins) playing a complementary role. The degradation of the ecosystem highlighted the importance of the wadis' agricultural economy: intensive irrigation in the wadis has become the only secure basis for the population. This economic system covers 450 wadis and some 400 villages. In total, about 32,000 families cultivate approximately 6,000 irrigated hectares. There are numerous constraints to the wadis' development (the small size of the plots, land tenure issues, low productivity of the production systems, sand encroachment, and poor performance of the water extraction systems, etc.).

The Government has requested UNDP assistance to formulate and develop approaches and techniques able to ensure a better management of natural resources and to lay the basis of an economy more adapted to the changed economic enviornment of the Kanem zones. It will facilitate, through a participatory process involving the land users, the identification and implementation of development activities that will be pursued on a larger scale, in particular under a programme that the Government intends to submit to IFAD for financing.

Description of project

The immediate objectives of the project are to: (a) design and develop a participatory approach for the management of natural resources in the wadis; (b) define and develop approaches and techniques to improve the productive systems in agriculture, livestock and

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forestry; and (c) associate the producers in the elaboration and evaluation of the management and development plans whose execution will be in contractual form.

Project activities will include: (a) definition of contractual procedures (state, traditional chiefs, producers) for the territorial redesignation and recognition of the usage rights, in accordance with the present pattern of utilization of the wadis and of the rights of exploitation of the wadis currently not used agriculturally; (b) implementation in the villages identified of a participatory approach for the design and execution of a natural resources management and development program in the settled wadis and for the settlement of the new agricultural zones; (c) "learning-by-doing" ("recherche-action") activities to improve the present productive systems (creating links between agriculture and livestock raising, horticulture, etc.) and identification of programs to intensify the exploitation and the rehabilitation of the palm-groves for IFAD financing; (d) "learning-by-doing" on alternative productive systems for bringing new wadis into production for agriculture purposes and the refinement of a programme for IFAD financing; (e) design and implementation of reforestation and range management activities, and of measures to combat sand dune encroachment, with a view to providing an investment programme for IFAD financing. (f) monitoring and evaluation of the programs executed with the financing obtained; and (g) implementation of revenue-generating projects at village level.

Inputs

UNSO will provide an international agronomist (36 work-months), a UNV expert in credit and management (24 work-months) national and international consultants (pastoral expert, sociologist, training expert, etc.) (24 work-months administrative support); sub-contracts with an African research institute (irrigation) and with national services (action against sand encroachment); vehicles, technical equipment; and miscellaneous costs including provisions for village funds/micro-projects.

Financial data

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Personnel	847 000
subcontract	200 000
Training	104 000
Equipment	213 000
Miscellaneous	643 400
Agency costs	56 000
Total	2 063 400

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